



ISMS Broadcast



Introduction

At the Rocky Flats Environmental Technology Site, The Department of Energy Rocky Flats Field Office, Kaiser-Hill (K-H), Safe Sites of Colorado (SSOC), Rocky Mountain Remediation Services (RMRS), DynCorp of Colorado (DCI), and Wackenhut (WSI) are continuing to advance the development of a more effective safety management system.

This ISMS Broadcast is the first in a series of periodic status reports that summarizes the activities and progress towards implementation of an Integrated Safety Management System (ISMS).

Topics in this issue include:

- What is ISMS?
- ISMS Training Report
- ISMS Verification Process
- Enhanced Work Planning (EWP)
- Self-Assessment C.I.T.Y. Program
- Voluntary Protection Program (VPP)

This newsletter replaces the EWP Updates newsletter which previously had two releases. Any further articles concerning EWP will be addressed in this newsletter.

WHAT IS ISMS ?

Integrated Safety Management (ISMS) will soon become THE way to "DO WORK SAFELY" at Rocky Flats. ISMS is the systematic integration of safety into all facets of management and work practices resulting in the successful accomplishment of Site mission activities while protecting the workers, the public, and the environment. The implementation of ISMS at Rocky Flats is a commitment as part of DNSFB Recommendation 95-2 and became a law as part of the recently approved Department of Energy Acquisition Regulation (DEAR) Clause (effective August 26, 1997). An integrated K-H and subcontractor ISMS team has been working since December 1996 to develop and implement ISMS at Rocky Flats. ISMS will only be successful if it is clearly understood and implemented by all levels of management and by the crafts on the floor. Implementation of ISMS is a team effort. ISMS is not just "another program". ISMS is the way all hazard related work will be planned and executed at Rocky Flats.

The K-H team has developed an ISMS Manual for use at the Site. This manual is used by the K-H Team project managers and

personnel who are responsible for the planning and safe accomplishment of work at the Site. The chapters of this manual are aligned with the five functions of ISMS, which include:

- Chapter 1 - Define the Scope of Work
- Chapter 2 - Identify and Analyze the Hazards
- Chapter 3 - Identify and Implement Controls
- Chapter 4 - Perform the Work
- Chapter 5 - Provide Feedback

Each chapter describes the requirements that must be met in order to perform the function, and the criteria used to determine that the function has been performed adequately. Each chapter also specifies any existing Site infrastructure programs or procedures which adequately perform the function described in the ISMS Manual. This manual is designed to be a "road map" to guide the reader to the required program or procedure required by the ISMS description.

ISMS Training Report

RFETS Gets Set for ISMS Training

Kick-off for training on the Integrated Safety Management (ISMS) here at Rocky Flats will begin with the management ranks in October.

The purpose of the training is to:

- Introduce the principles and concepts of the Integrated Safety Management System (ISMS) at RFETS, which was designed and based on DOE policy 450.4.
- Describe the tools available for implementing ISMS.
- Discuss where and how safety management is integrated into daily practices at your job site.

In addition to the training, other learning opportunities are being created to enrich and reinforce your understanding of the ISMS. For instance, a future safety briefing kit will be devoted to ISMS concepts. Also, for those who have cc:Mail, short articles (to be shared with members of your group who do not have cc:Mail) will appear every week addressing key subjects that make up the ISMS. If you have any questions concerning the ISMS training please contact Melissa Cutlip at X6252.

ISMS Verification Process

DOE has a plan to institutionalize ISMS across the complex. To ensure the K-H ISMS description and implementation is acceptable to DOE-RFFO expectations and requirements, there will be a verification review by a team of DOE personnel from headquarters and the Site. This ISMS Verification is completed in 2 phases. Phase 1 Verification is a knowledge and program assessment down to the Facility Manager level. Phase 2 Verification is a performance based assessment down to the floor level.

The Savannah River Site (SRS) Verification Team headed by Joe King (DOE-HQ) was recently on Site to brief the line management on the verification processes. They provided lessons learned to assist the ISMS Team in preparing for our Phase 1 Verification.

The Site is preparing to begin Phase 1 Verification on December 8, 1997. In order to prepare for this, the Site will be performing the following:

- Initial ISMS knowledge surveys are being given to management to help the ISMS Team prepare for the training.
- Training for Management (as discussed above)
- An Assessment will be performed by the ISMS Team in November to identify our weaknesses, in order to correct many of them before the actual Phase 1 Verification.

Enhanced Work Planning (EWP)



Enhanced Work Planning is the natural implementing vehicle for the five key elements of the Defense Nuclear Facility Safety Board recommendation 95-2. These key elements -- work scope reviewed and prioritized; work scope analyzed for hazards and categorized based on risk; controls established based on hazards, risk, and experience of workers; work performed safely, efficiently, with appropriate degree of supervision; and continuous improvement and lessons learned -- encompass the essence of an effective, efficient, and safety conscience work process. EWP serves as a tool to implement the Integrated Safety Management System (ISMS).

EWP is a process that evaluates and improves the program by which work is identified, planned, approved, scheduled, coordinated, controlled, and executed. The key elements of EWP are:

- **Line Management Ownership**
- **A Graded Approach to Work Management, Based on Risk and Complexity**
- **Worker Involvement Beginning at the Earliest Phases of Work Management**
- **Organizationally Diverse Teams**
- **Communication and Lessons Learned**

EWP Goals:

The RFETS Enhanced Work Planning program is designed to provide a safer, more efficient work environment by:

- Encouraging worker participation in the initial work planning process to enhance the effectiveness of safety and work efficiency.
- Ensuring hazard analysis and controls are appropriate for the job.
- Improving worker knowledge of safety requirements.
- Fostering teamwork between hourly and salary personnel.
- Improving the technical accuracy and workability of work packages.
- Balancing the degree of work instruction, skill-of-craft, and worksite supervision.
- Reducing the overall time to plan, review, and approve work packages.
- Promoting realistic, resource loaded schedules.
- Enhancing job coordination and improving the efficient execution of the work.
- Continuous improvement through real-time feedback.

These goals will be measured using an Employee Feedback Survey and data retrieved from the work process.

Enhanced Work Planning considers the entire work process and continually asks the questions necessary to implement a safer, more efficient work control process. However, in the traditional approach to the work control process, technical specialists, management, and workers are given work packages for review during various phases of the work planning process. When changes are made by one or more of the reviewers, the package must be reviewed again by all parties. This sequential review process is inefficient and tends to create conflict between planners, reviewers, and workers. Enhanced Work Planning is designed to improve the traditional work control process, primarily through extensive communication and feedback from the appropriate mix of personnel responsible for the work.

The heart of the Enhanced Work Planning improvement process is the efficient functioning of the Process Development Improvement Team (PDIT). The charter of this multi-discipline and multi-company team is to evaluate the overall work management process and develop changes to ensure efficient work management across the Site. Any program that affects the conduct of work may be evaluated for potential changes, such as RadCon, Engineering, Procurement, Operations, etc. Membership of this team consists of representatives from each of these organizations, and from each subcontractor.

The PDIT is presently baselining the "as-is" process for routine and non-routine work as presently executed by SSOC, RMRS, and DCI. An "ideal" work process is being considered to provide the contrast needed to question present practices. This contrast between the "as is" and the "ideal" work processes will result in the development of recommendations to change the present practices. Once the recommendations and implementation

strategies have been developed, the PDIT will submit these suggestions to the Confirmation team for review and then to the Convened Group for final approval. The PDIT is scheduled to have their initial process recommendations ready for review, comment, and approval by early fall 1997.

Self-Assessment C.I.T.Y. Program



A team of Site employees representing K-H and the four main subcontractors has been developing a new program called C.I.T.Y. (Continuous Improvement Through You). One component of the program is the use of a job-observation/suggestion card for employees to convey improvement opportunities to management. The process was recently showcased at an RMRS safety fair, and is being piloted within several RMRS operations. The process was also presented at the Enhanced Work Planning (EWP) national conference in Idaho in August.

The basic tenet of C.I.T.Y. is to afford employees a positive means of communicating improvement opportunities or concerns, while encouraging participation in the program by offering incentives. Program developers are quick to admit that the basic concept is nothing new and that the Site has attempted to implement similar programs in the past. This program distinguishes itself from the predecessor attempts by encouraging the employee and first line supervisor to resolve issues where possible, ensuring that the employee is provided other means of resolution beyond interaction with the supervisor, encouraging participation through awarding prizes, and expediting the response to employees on the status of their recommendations/observations.

In the near future, when the C.I.T.Y. pilots have been completed, the program will be presented to Site management for implementation across the Site. The C.I.T.Y. program fulfills, in part, the feedback element of the ISMS.

Voluntary Protection Program (VPP)

The DOE Voluntary Protection Program is a continuous improvement tool that companies use to review every aspect of their safety and health programs. By their nature, VPP programs encourage individual responsibility, motivate employees to improve safety and health, and increase worker protection and morale. The programs also recognize employees for a job well done. The key attributes to a successful VPP program are:

- Management Leadership
- Employee Involvement
- Worksite Analysis
- Hazard Prevention and Control
- Safety and Health Training

Why VPP?

- VPP may save a life by reducing risk and increasing employee involvement.
- VPP is a cost-effective way to involve our most valuable resource: our employees.
- VPP is a nationally recognized program that demonstrates that we are neighbors who can be trusted.
- VPP improves the prospect for future missions.

Voluntary Protection Program (VPP), Integrated Safety Management (ISM), and Enhanced Work Planning (EWP) are independent but inter-related initiatives which the Kaiser-Hill team is pursuing. The goal for all 3 is the safe performance of work, however, the focus of each initiative is slightly different. VPP provides the Site with assessment criteria to use for the development of robust safety and health infrastructure programs, ISM provides the criteria for a comprehensive and safe work process, and EWP provides guidance on effective work planning. ISM is required as a result of DNFSB Recommendation 95-2, and VPP and EWP are incorporated on Site at the discretion of the Kaiser-Hill team. While none of the 3 are totally dependent on the others, development of Site systems in support of each initiative directly supports achievement of the others.

The Site's VPP progress was recently reviewed by Westinghouse, Morrison-Knudsen, DynCorp, and WIPP to access our progress for applying for VPP "Star Status". Based on their analysis, the Site will be ready to apply in about 2-3 years. However, if implementation of ISMS becomes a reality in the near future, with the elements of EWP embraced, our application for "Star Status" may come a lot sooner.

**For more information about ISMS and other initiatives mentioned,
please contact -**



NAME	COMPANY	LOCATION	PHONE	cc:Mail	AREA
Swenson, Barbara A.	K-H	130	5794	Yes	ISMS, EWP, SA
Bennett, John	RMRS	116	7911	Yes	SA (C.I.T.Y.)
Caccamise, Donna	K-H	060	8282	Yes	ISMS Training
Clark, Bob	DCI	T130G	3258	Yes	EWP
Cutlip, Melissa	K-H	130	6252	Yes	ISMS, EWP, SA (C.I.T.Y.)
Gaden, Mike	K-H (SAL)	130	7282	Yes	ISMS Mentor (Brailsford)
Iden, Doug	K-H	130	8353	Yes	ISMS Mentor (Voorheis)
Lewis, Mick	DCI	T130D	6621	Yes	ISMS / VPP
Little, Steven K.	SSOC/LATA	T131A	2376	Yes	ISMS, EWP, SA (C.I.T.Y.)
Morrell, Diane	K-H	T452A	2563	Yes	VPP
Nuccio, Gene	K-H	130	3441	Yes	ISMS Training/Surveys
Steelman, Mark	K-H (SAL)	130	8045	No	ISMS Mentor (Parker)
Thomson, Jim	RMRS	T130F	5124	Yes	ISMS, EWP, SA (C.I.T.Y.)

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